KD - see notes

cc Suzanne - for your input, plus my edits. When you've reviewed we'll include all changes

B

(Draft Contingency Plan/Confidential/2-22-93)

OVERVIEW:

B&H is implementing a three-phased, six-month high impact/visibility sampling program in 14 key urban/inner city markets. The three phases of the program:

I.	Retailer Interface/Pre-Sell	(2/15-3/15)
II.	Blitz Sampling Effort	(3/16-6/15)
III.	Continuity Van Program	(6/16-8/15)

Interface/Pre-Sell

Naturally, the pre-sell period does not present any immediate or forseeable problems. This type of interface is conducted with retailers as a matter of course before any PM USA promotion. What makes this particular promotional activity different is that the bulk of these retailers have not been serviced by PM ~~in some cases for 5-15 years because of volume, size and location.~~ as frequently as some other retailers. This works to our benefit because these retailers (and other business owners who have venues where sampling will take place) will welcome this activity as a means to build traffic in their stores and become more economically viable. And, during the pre-sell, we will begin to build allies and supporters of our activity among the business community, who can be called upon later if there are problems.

Blitz Sampling/Continuity Van

The blitz sampling and van programs may present some problematic areas that would leave the company open for attack by anti-smoking forces. Not only is the company for the first time conducting an inner-city promotional blitz, but we are using many non-traditional venues in these markets...and creating a lot of noise in the process. We are doing so because it is difficult to reach adult smokers in these markets through conventional media outlets and traditional venues.

One NUAB

Blitz -- SMSI regularly samples other consumer products at: housing projects, currency exchanges, record stores, shopping malls and movie theaters, among others. PM mandated that no sampling would take place in or outside the first three venues listed above. Instead, retail outlets that sell cigarettes in the nearby vicinity of these high-traffic venues will be used. Shopping malls and theaters (showing movies for adults) were deemed appropriate. All other venues were reviewed and approved. It is important to note that sampling in non-retail outlets will account for only about 25 percent of the blitz sampling. The other 75 percent will take place at retail outlets that sell cigarettes, at bars and private affairs.

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Source: https://www.industrydocuments.ucsf.edu/docs/yygb0003

Vans -- This program is similar to one we are currently conducting for Marlboro Adventure Team in key Marlboro markets nationwide. The B&H black and gold vans will function as redemption centers for value incentives, coupons and packs. The vans will travel to pre-publicized, scheduled high-traffic locations from the universe of venues used in the blitz sampling above. Legal and Media Affairs will see and approve all publicity materials (flyers, posters, ads, PR) for these venues.

SMSI will abide by all state and local laws regulating the sampling of tobacco products and follow the voluntary industry advertising and sampling code as well as PM's own additional guidelines. But, as always, we are bound to be criticized. The antis' mission is to deliver their anti-smoking messages to the public, regardless of their merit. Because PM is the largest tobacco and consumer products company with the best-selling brands, our visibility and newsworthiness precede our activities, and that sometimes makes our critics' mission easier.

OBJECTIVE:

To protect and defend the company's right to promote and sample its brands among smokers over the age of 21 in any market and at any venue where high concentrations of adult smokers can be found -- as long as activity is in accordance with state and local laws and the industry's voluntary advertising and promotion code.

STRATEGIES:

- List examples of similar sampling/promotional activity conducted outside of inner cities ex: MAT. (KD)
- Have Special Kings media plan available to cite from, if necessary, to show that this brand is being marketed to all adults who smoke. (KD)
- Have Q&A and/or approved responses ready for use by Media Affairs and Consumer Affairs. (KD)
- Line up allies in each of the 14 markets (see below). It was decided and agreed upon that we do not call this program to their attention, but we should have tailored backgrounders prepared for use with them as contingency. (Circulation Experti will prepare backgrounder(s), make contact and manage outreach.)

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Source: https://www.industrydocuments.ucsf.edu/docs/yygb0003

The markets:

1.	Atlanta	8.	New Orleans
2.	Baltimore	9.	New York
3.	Washington, D.C.	~~10.~~	~~Oakland~~
4.	Chicago	11.	Philadelphia
5.	Cleveland	12.	Pittsburgh
6.	Detroit	13.	Raleigh
~~7.~~	~~Los Angeles~~	14.	Durham

St Louis
Birmingham
Memphis
Cincinnati

- Prepare list of credible, national third-party spokespersons on marketing and advertising issues. Provide referrals when needed. (SB/JS/Circulation Experti)
- Prepare editorials, op-eds, LTEs for use, if needed, in community newspapers. (JR/Editorial Services)
- Pull corporate contributions and charitable information for each community to use as needed (RB/Corporate Contributions).
- Prepare historical backgrounder on PM's support of various communities (SB) for use if needed.
- Have copies of voluntary advertising code and PM youth initiatives on hand to send out if needed (KD)

POTENTIAL CRITICS:

Ministers/church community
Local medical community
Leading anti-smoking activists
Competition
Media
Consumer advocates

POTENTIAL ALLIES:

Ministers/church community
Local business/chamber leaders
Retail owners/operators participating in program
Local publishers and journalists
Free Speech advocates (legal, advertising, civil liberties)
Smokers Rights advocates

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Source: https://www.industrydocuments.ucsf.edu/docs/yygb0003

SITUATION/
RESPONSE: Consumer Complaints – SMSI samplers will respond with "Regret potential you feel that way," "Not qualified to comment on that," "you are entitled to your opinion" and end conversation so as not to invoke confrontation. In the event of confrontation or trouble, SMSI samplers will shut down and relocate immediately. If a consumer insists on getting a response or wants to issue/relay a formal complaint to PM, the sampler will state he/she is not a PM employee and refer the consumer to his/her supervisor who will alert SMSI headquarters. SMSI will have PM USA Consumer Affairs hotline/800 number to use at their discretion. The preferred procedure is to take the consumer's name, location and phone number down and tell them someone from PM will get back to them. SMSI will then alert SS on the hotline. Consumer Affairs will refer to attached Q&A when responding to inquiries. or media attention

Media Inquiries -- If an SMSI sampler is approached by the media, he will explain that he is not a PM employee, that he is not qualified or authorized to speak to the media and get a business card or name/number. The card and/or name will then be called in to SMSI headquarters who will immediately call Karen Daragan or Sheila Banks at PM USA Media Affairs. If confrontation erupts with a reporter, the SMSI sampler is to shut down and relocate to another area. they plan to shut down prior to confrontation

PM Competitors/Business persons Inquiries -- If an SMSI sampler is approached or questioned by a PM competitor or other sales person while promoting our brand to smokers, he is to get a business card or name/number and call it into SMSI headquarters.

Theft of van/product -- In the event of a robbery/mugging outside or inside a retail outlet, the sampler is to cooperate; relinquish product, consider his safety first and foremost and contact the police. If the B&H van is stolen, follow normal reporting procedures as designated by SMSI.

QUESTIONS &
ANSWERS:

(See Attached document)

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